



# K A N S A S

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## MEMORANDUM

**TO:** State HR Directors  
**FROM:** Jack Rickerson  
**DATE:** July 30, 2004  
**SUBJECT:** Managing Selected Reallocations

Periodically, and generally as a result of reorganization or the need to manage new initiatives, agencies are faced with the question of how to assign new duties and responsibilities. Decisions are particularly critical when that action would mean the upward reallocation of a position and the promotion of an employee.

At issue is the fairness of the action -- whether it would be fair to assign new duties and responsibilities to a specific employee and reallocate that employee's position, or to provide an opportunity for competition among several employees. Actions that are perceived to be unfair can lead to morale problems and/or challenges.

As you make decisions on whether to reallocate a current incumbent or to announce a competitive opportunity, please keep the following in mind:

1. It may be most appropriate to assign the new duties and responsibilities to an individual employee if there is a clear similarity between the new duties and responsibilities and those currently managed by the employee.
2. If the new duties and responsibilities are not similar to those currently managed by a particular employee, or if they are similar to those currently managed by more than one employee, you should provide the opportunity for staff to compete for the higher reallocation that will occur. If it is practical to do so and you have vacant FTE, you can establish a new position and provide staff with the opportunity to compete for promotion. If you do not have vacant FTE, or if it is not practical to commit FTE, you can announce an "internal" promotional opportunity, have staff compete, and then reallocate the position of the employee selected for the promotion.
3. While it is not a requirement that an incumbent meet the minimum requirements qualifications of a higher level classification if the upgrade occurs as a result of the circumstance described in #1 above, if an upgrade (reallocation) is managed through competition, all considered for that opportunity must meet the minimum requirements for the higher level classification.

Agencies should maintain documentation on the rationale for their decisions and actions. In those instances in which new duties and responsibilities are assigned, and an upgrade made without competition, agencies should be sure to provide an explanation to other employees in the same work unit who could perceive the action to be unfair.

We appreciate your attention to this issue. We realize that most of you already manage these matters as described above. However, should your or your managers have question, please give me a call. Thanks.

JER:hr

cc: Carol Foreman